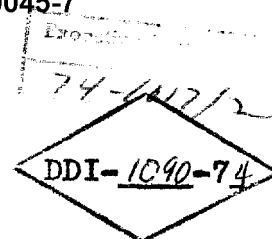


10 APR 1974



MEMORANDUM FOR THE RECORD

SUBJECT: Conversation with Dr. Frank Snowden, Howard
University, 4 April 1974

1. Dr. Snowden is an old friend of mine [redacted] [redacted] He has turned down at least one suggestion that he take an Ambassadorial position. I asked Dr. Snowden to lunch to probe his mind for ideas that could help us in our EEO program.

2. I explained the peculiar handicaps we at CIA have on the subject of black employment and my resolution to do something about it. In the course of the conversation, it became clear that I even had an educational job to do on Dr. Snowden in terms of the basic nature of CIA. He asked, for example, whether we "did research." After I recovered from this one and explained a bit the breadth and depth of our disciplines, plus the fact that among the really attractive aspects of an intelligence career is the ability to work on some of the most fascinating and complex intellectual problems in the world, he reacted with much interest.

3. In the course of the conversation, Dr. Snowden gave me several bits of what appear to me to be very good advice.

(a) He stressed that we should not drop our standards or establish any artificial pockets of black employees. He said this is demeaning, creates future troubles when promotions do not flow, and really doesn't solve the long-term problem at all. He expressed understanding of the need to interpret PATB and similar tests with an appropriate understanding of the backgrounds of the individuals taking them but said that in the long-term we should stress quality despite the difficulties in competing for it.

(b) He also had noted the number of black students who go to non-black colleges. He stressed that our recruitment program should not be aimed only at the black colleges or the South but should particularly work in the North, where incidentally we might do better on the qualitative level stressed above. He emphasized here the importance of individual contacts in the faculties who have an idea who the students are, can guide them in the right direction and can particularly overcome misunderstandings such as his own above. (In the course of this discussion I had the thought, which I did not share with Dr. Snowden but which I would like to prosecute, of asking our own employees to consciously make contact with their alma maters and seek out some faculty contacts to whom they can explain personally the intellectual discipline of CIA and its academic attractions).

(c) Dr. Snowden believes that our best recruiting would be done by people who could explain the substantive nature of their jobs rather than only by professional recruiters. He particularly stressed that any blacks we use in the recruiting process should be recruiting from a substantive base of an actual job and not be specifically assigned to the recruitment or image function.

(d) Dr. Snowden expressed particular interest in the lateral entry potential as a way to solve the time problem involved in recruitment of young people. He recognized that such jobs would have to be attractive and overcome the various handicaps outlined above, but he thought that the current status of the academic profession might make a number of associate and assistant professors better candidates than they might have been a few years ago.

(e) Dr. Snowden was also much interested in the co-op program, in which a longer-term relationship can be established with young blacks who can work at the same time they are going through school. He was particularly interested in the prospect of the regular summer intern program for the same reason. He thought these useful ventures to the extent we can locate people and give them real jobs. He agreed with the Office of Personnel's suggestion that the "summer job" at a low level does not really fulfill the function needed except to a limited degree.

(f) Dr. Snowden said he would be glad to consider membership on an advisory panel if we could organize one to review our activities in these lines and come up with positive suggestions. I would like to prosecute the idea of such a panel if we could identify a few possible members thereof. Dr. Snowden has served on a number of personnel panels with the Department of State, promotion panels, etc., and is acquainted with the general atmosphere very well.

4. Action: DDM&S. Info: Director EEO, DDI, DDS&T, DDO,

WEC

W. E. Colby
Director

WEC:jlp (10 April 1974)

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